



Pact MER Capacity Building Approach

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Rationale for Pact capacity building

- Focus is on building sustainable organizational systems; relevant, simple
- MER is relevant for all programs undertaken by an organization and is critical for effective design, planning and implementation
- MER systems should respond to broader organizational requirements

Assessing MER capacity

- Assessment criteria- checklist with several statements used to rate organizational systems, processes and resources for MER
- Process for conducting assessment could be formal or informal
 - Formal process: the MER organizational capacity assessment is completed through an interactive participatory process with our grantees
 - Informal process: the Assessment tool applied through a series of meetings/ interactions with our grantees
- Rating of organizational capacity is done using a 5 point scale

Organizational Development Scale

- 1 = Nothing in place but useful to have
- 2 = Available but needs substantial improvement
- 3 = Needs some improvements
- 4 = Needs some minor adjustment but without urgency
- 5 = No need for improvements, system being adequately implemented/utilized

Organizational Development Scale

1 = Nascent

2 = Emerging

3 = Moderate

4 = Expanding

5 = Mature

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Assessment checklist

Set 1- MER System Overview

- M&E is understood by all program staff
- Monitoring and Evaluation procedures are clearly documented- MER PLAN
- All of the Organization's existing programs have clearly defined results /theory of change frameworks.

Results framework/theory of change

- Organization's hypothesis linking the results of programs to larger development objective.
- A result is a change in condition attributable in whole or part to the organization.
- The results framework presents the cause and effect linkage that is believed to exist as a result of the organization's activities

Results Framework



Impact Results

(Relating to Long term change in development conditions)

Outcome Results

(Relating to broad intermediate changes in development conditions i.e behavior/action or economic change)

Output Results

(Relating to Short term change and effects through products/results produced by completing activities i.e capacity, Knowledge, access, service, or Quality change)

Input/Process Results

(Relating to resources inputs, process and mechanisms utilization)

Check list

Set 2- Data management

- Indicators in general meet the standards/criteria as quality measures
- Data Management process is clear at all levels (source, collection, collation, analysis, reporting and data use)
- Data to measure performance against indicators is gathered regularly.
- Organization has indicator data at the outcome level of results

Check list

Set 3- Performance & Data Quality

- Data to measure performance against indicators is analyzed regularly.
- The results of the monitoring process are used to make program adjustments.
- Gender/diversity analysis is routinely included in the project monitoring process
- Organization has systems for managing data quality (5 assessment criteria)

Check list

Set 4- Documentation & Reporting

- Appropriate monitoring/evaluation reports are completed
- Monitoring / evaluation reports are sent to internal/external stakeholders on time.
- Evaluation procedures are documented
- Past evaluations have documented that projects are achieving set goals, objectives and target results.

Check list

Set 5- MER Data Utility

- Beneficiaries are actively involved in M&E at all phases of the project cycle
- The M&E system includes specific tools to solicit beneficiary feedback
- The NGO staff is capable of adapting to the changing needs of the beneficiary group during the project implementation period (adapting program to needs)

Check list

Set 6- Reporting

- The Organization presents high quality, tailored reports to its stakeholders.
- The Organization publishes the results of its program evaluations.
- Program reports are easily retrieved from the organization's archives.

Process for Capacity building

Capacity building activities are tailored to the needs of each individual organization and includes;

- Formal MER training: Basic MER; Data quality management
- Mentorship and support in development of MER systems through one to one training activities and onsite technical assistance- System review & documentation processes

Capacity building activities cont.

- Problem identification and support through review of reports and during site visits
- Assistance with design and implementation of new systems; tools; databases etc
- TA for internal data quality assessments and problem solving

Capacity building activities....

- TA for institutionalizing MER in organizations; facilitating recruitment processes for MER staff, TA to MER teams/working groups etc
- TA for improving data reporting and usage